

Metropolitan Nashville Department of Emergency Communications



2020 Annual Report

Mission Statement

The mission of the Department of Emergency Communications is to serve as the vital link between the citizens and the emergency responders of Nashville & Davidson County by providing emergency and non-emergency services in a prompt, courteous and efficient manner.

Values

In carrying out our mission, members of our department will continue to value:

- The importance of the people we serve and each other
- Excellence and professionalism in handling our duties
- Problem solving teamwork with our first responder partners

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Letter from the Director



It is with great pleasure that we present to you the Department of Emergency Communications (DEC) annual report for calendar year January – December 2020.

The men and women of DEC continue to provide prompt and courteous service to citizens in need of police, fire and/or medical services. Our most recent citizen surveys indicate a 92% satisfaction rate with the courtesy of our employees. This annual report certainly shows the tireless efforts put forth by our entire DEC staff.

For the past several years, the DEC received over 1 million calls each year. Despite declining call volumes through the majority of the year due to stay-at-home orders associated with the global Covid-19 pandemic, we continued that trend processing 1,000,129 calls. With the continued growth of our city and the vast number of large-scale events hosted within the city limits, we anticipate the call volume to continue to increase for both emergency and non-emergency calls as we return to normal daily routines in 2021.

Continued focus on recruitment helped the agency achieve full-staffing in early August 2020 for the first time in six years. During the year, we hired 73 new employees. With anticipated resignation/retirement of a few existing employees, we are optimistic our recruitment and retention efforts will help us maintain full-staffing in the year ahead.

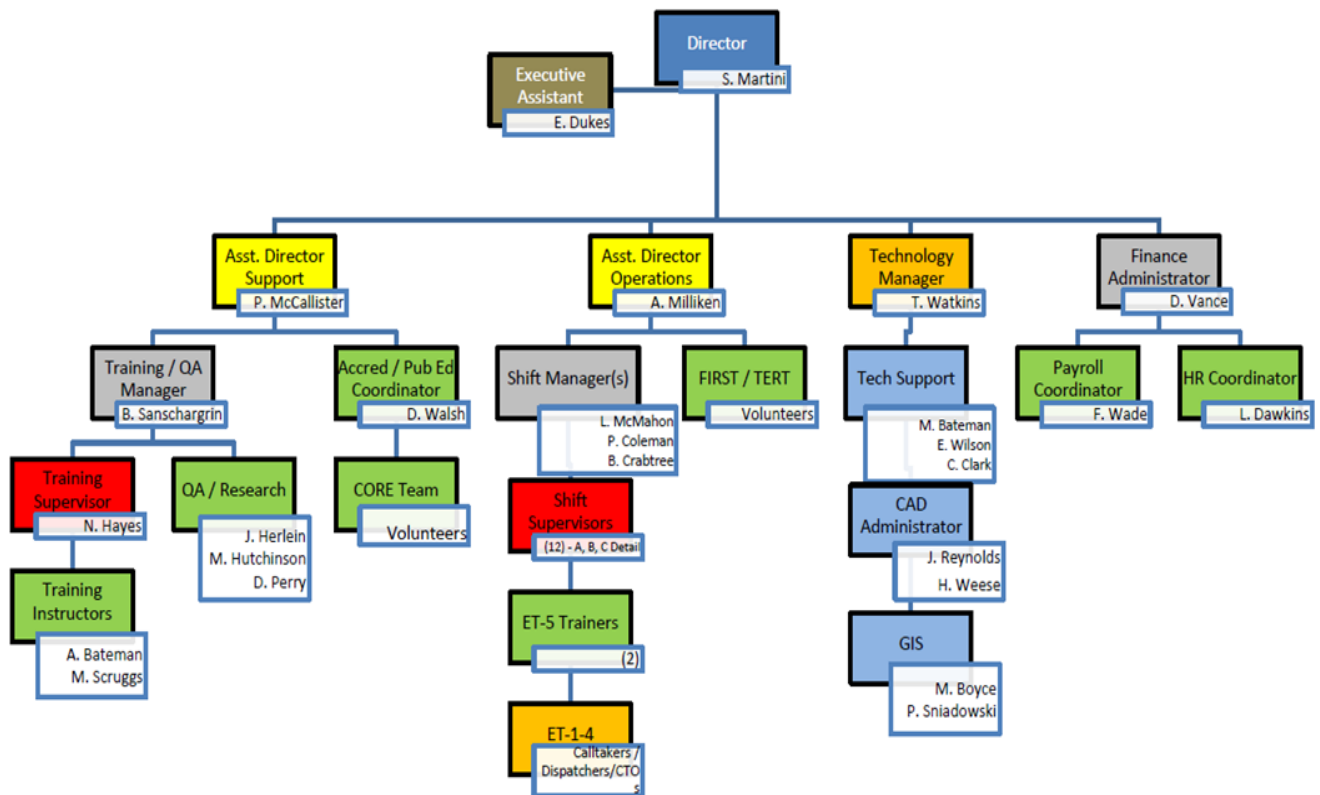
In the following pages you will find information highlighting our accomplishments and statistics showcasing trends focused on the hard work put in by each member of our team in both the Operations and Support Sections. It is my pleasure to work with such a dedicated, professional and forward-thinking group of public safety communications professionals.

Coupled with the capabilities of this enthusiastic staff, our successes would not have been possible without the support of Mayor John Cooper and his excellent staff, the Metropolitan Council, the Emergency Communication District (ECD) Board and the many citizens of Nashville.

Stephen Martini, Director



METRO NASHVILLE DEPARTMENT OF EMERGENCY COMMUNICATIONS ORGANIZATIONAL CHART



Administrative Services



Dwayne Vance
Finance Manager



Lynette Dawkins
Human Resources Coordinator



Freda Wade
Payroll Coordinator

DEC's Administrative Services Division is responsible for multiple sections including Finance, Payroll and Human Resources.

Financial services include, but are not limited to payroll, procurement, budgeting and associated policy and procedures. The Finance Section provides comprehensive, timely and accurate financial information to the DEC Leadership Team to support administrative and financial decision making.

DEC Finance works closely with Metropolitan Government of Nashville & Davidson County Emergency Communications District (ECD) to ensure proper reimbursements are received.

DEC's Payroll works closely with Human Resources and Metro Finance to ensure that payroll is processed for every employee in a timely manner and in accordance to policy and procedures. Payroll coordinates the tracking of time, attendance and accrual usage and balances. Payroll creates and provides information and reports that support both the Operations and Support Services Divisions of DEC.

Of the 4,591 checks issued; 4,571 were processed accurately. This represents a 99.56% accuracy rate and a total cost of \$14,997,558.

DEC's Human Resources (HR) is committed to assisting the employees by providing them with information and support in such areas as compensation, benefits, work place safety, ADA and employment law. The HR section facilitates the hiring, internal investigations and promotion of DEC Employees.

Human Resources

Personnel

DEC operated with 191 Full Time Equivalencies (FTEs) during 2020. The following is a breakdown of the allocated positions:

- 1 Director
- 2 Assistant Directors
- 7 Managers
- 18 Supervisors
- 7 Technology staff
- 3 Quality Assurance staff
- 1 Finance/Payroll staff
- 1 Human Resources Coordinator
- 2 Training Instructor
- 1 Facilities Coordinator
- 148 Emergency Telecommunicators (ET1— ET5)

* *An Organizational Chart can be found on page 5.*

Grievances

In 2020, there were no grievances filed by any employees.

Investigations

In 2020, the HR Section received no complaints and no internal investigations were conducted.

Policies & Procedures

In 2020, the HR section updated and/or issued 7 procedures, 2 policies. The DEC implemented procedures The DEC requires all employees to remain informed of any policy or procedural changes that may affect the services delivered to the citizens or first responders of Nashville.

All Policies & Procedures are electronically distributed to each employee, hard copies are placed in a binder and uploaded to PowerDMS. PowerDMS is available at each workstation allowing employees easy access to the system. This access increases the employees ability to search through all directives to find what information they may need.

Human Resources

Recruitment/Hiring

DEC HR conducted the following six recruitment postings in 2020: a continuous posting for the 9-1-1 Dispatcher and 5 promotional postings for an Administrative Services Division Manager, Administrative Services Officer 3/Payroll Specialist, Administrative Specialist, Information Systems Advisor 1 and Information Systems Advisor 2.

A total of 1,844 applicants were processed in 2020.

DEC conducted new hire orientations and pre-hire testing's onsite in January 2020, and started new hire orientations & pre-hire testing sessions online in June due to the pandemic. A total of 116 applicants were interviewed for the 9-1-1 Dispatcher position in 2020.

Five Academy Sessions were conducted:

- January: 5 new hires
- March: 18 new hires
- April: 15 new hires
- June : 5 new hires
- August: 10 new hires

One person was re-employed in January, a new Emergency Communications Director was hired In March, and an Emergency Telecommunications Assistant Director was hired in May.



Retirements & Resignations

DEC lost 23 employees in 2020 due to resignations, retirements and terminations.

Operations



Assistant Director of Operations
Interim Director (January-February)

Angela Milliken

The Department of Emergency Communications (DEC) Operations Division is the core of the public safety system for Davidson County and the Nashville area. This Division operates 24 hours a day, seven days a week. The employees assigned to this Division are responsible for answering 9-1-1 calls and non-emergency calls, as well as dispatching Police, Fire, and Emergency Medical Services to the citizens and visitors in Nashville/Davidson County, the Field Incident Response Support Team (FIRST) and the Telecommunicator Emergency Response Team (TERT).

The Telecommunicator is often the first point of contact for citizens in need of assistance, it is imperative they use thorough interrogation skills to ascertain pertinent information to provide to the emergency responders in a timely manner. Often times, the Telecommunicator must provide pre-arrival instructions to enhance the safety and welfare of callers and the responding units. The pre-arrival instructions are based on the DEC Call Taker Training Manual guidelines and the Emergency Fire & Medical Dispatch protocols (EFD, EMD). These approved *best practice* standards help provide a consistent process for Telecommunicators to assist callers. Required continuing education self-study and formal training sessions are provided for ECC personnel to maintain the knowledge of the most current processes and methods to provide the highest quality assistance to callers and responders.

Call Statistics for 2020

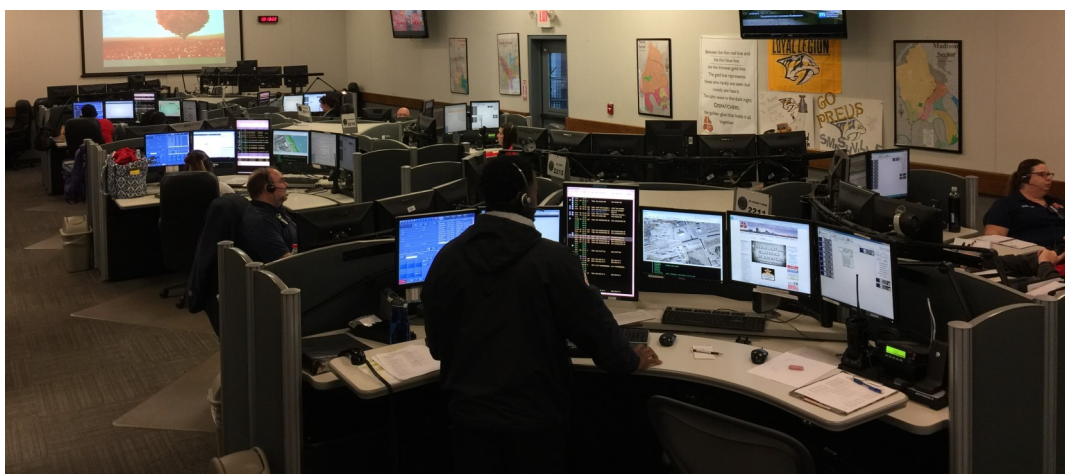
9-1-1 Calls Answered	376,171
Non-Emergency Calls Answered	591,345

****Average answer time on 9-1-1 calls was 6.3 seconds for the year.**

The types of calls for service always vary, however, DEC Telecommunicators are thoroughly trained and provide professional, efficient service to those in need of assistance based on the needs of the caller and the type of response required. During the year of 2020, Operations personnel provided assistance in over one million emergency and non-emergency incidents.

Operations

Another vital service provided by DEC Telecommunicators is that of dispatching appropriate responders to police, fire or medical incidents. The work of a dispatcher continues in their function of maintaining proper communication with responders and facilitating any additional resources that may be requested. This year, DEC dispatchers manned nine police and four fire dispatch positions 24 hours a day. The police dispatch positions are strategically placed so Telecommunicators of neighboring geographic areas can communicate effectively. The Fire/EMS positions are placed to facilitate work as a team, to cover the entire county.



The Operations 24 hour work day is split into three shifts:

A-Detail - 0630 to 1500hrs

B-Detail - 1430 to 2300hrs

C-Detail - 2230 to 0700hrs

The overlapping time at the beginning of each shift is used for roll call training and related updates. Also during this time, Operations shift managers and supervisors take opportunities to lead motivational learning activities, promote team spirit and reinforce involvement in daily activities.

Operations supervisors facilitate administrative activities as well as provide additional support for DEC operations employees and the public or responders during especially busy times. Supervisors are a necessary link in the agency as they remain actively involved in real time events and keep management informed when necessary.

During the 2020 reporting year, DEC promoted several individuals to the position of supervisor. Sebrina Jackson, Kimberly Manier, Kathy Hogan and Deon Floyd were promoted on September 21, 2020. The DEC is fortunate to have individuals with the desire to grow in their career as they mentor and guide personnel while contributing to a well-balanced work force with a wide range of knowledge, experience and years of service to the government of Nashville.

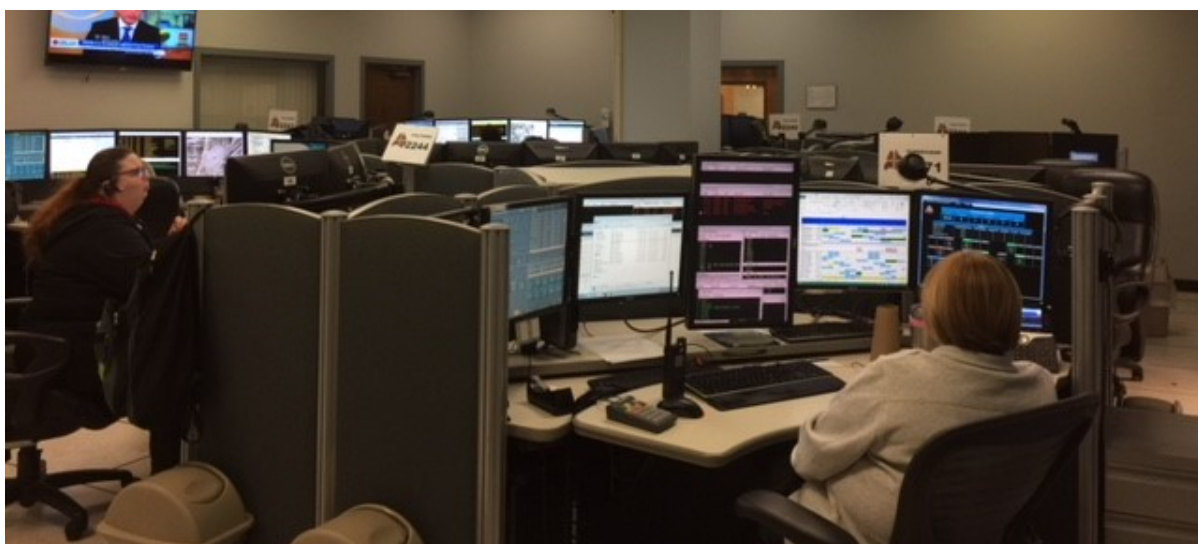
Operations

As it is imperative that DEC personnel are dedicated to ensuring the quality of service delivered to the public and emergency responders is optimum, attention to detail and alertness for quick action is always required. Daily professionalism is key and often times, Operations personnel are awarded as part of DEC's Employee Recognition program.

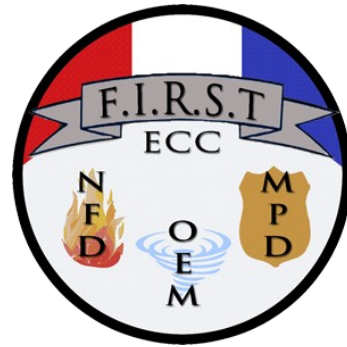
Dedicated employees are also recognized by the agency for attendance and tenure.

DEC Operations personnel also participate in many community and school events as members of the C.O.R.E. Team, fundraisers for health related issues and interdepartmental activities that foster positive relationships and increase camaraderie. Many personnel are also involved in the department's tactical dispatch team, F.I.R.S.T. DEC desires to be involved in all opportunities to be of assistance to the public and other agencies in many facets of public service.

The DEC is fortunate to have a primary and backup center. The sites can operate independently or simultaneously, as both sites have the same technical capabilities to efficiently perform daily Operations tasks. DEC operations is conducted solely from the backup center each month for at least 24 hours for regular workload testing of equipment and facilities. The monthly testing ensures operational readiness of equipment that would be used in the event of an emergency situation that would necessitate the immediate activation of the backup center. In an immediate activation, employees would respond to the nearest site geographically to ensure a timely arrival to reduce the possibility of interruptions in service. The high level of service delivered to the citizens and responders of Nashville remains the same regardless of the site being utilized.



F.I.R.S.T. Field Incident Response Support Team



DEC's F.I.R.S.T. was created to give communications and administrative support to our first responder partners in the field during certain events and/or incidents. Utilizing the team on the scene of incidents allows the DEC to stay focused on their primary functions.

The team was created in 2003 with only six (6) members, two (2) Sergeants and one (1) Lieutenant. Over the years the team has grown and is currently staffed with over eighteen (18) members.

In 2020, the F.I.R.S.T. members worked 166 different events for police, fire, ems, OEM and other outside agencies.

- 161 Pre-planned events (concerts, sporting events, parades, etc.)
- 1 Presidential debate
- 4 Emergency Operations Center Activations with Office of Emergency Management
 - Tornadoes, Protests, Christmas Day Bombing, Presidential Debate
- 2 Training Events / Exercises with MNPD
- 3 Large Scale Citywide Multi-Discipline Events (Bombing, Presidential Debate, NYE Bash)

TERT Telecommunicator Emergency Response Taskforce



The Telecommunicator Emergency Response Taskforce (TERT), is a nationwide Mutual Aid initiative for communication centers.

Specially trained teams of Emergency Telecommunicators from various agencies across the nation are ready to deploy at any time. They will respond to assist any PSAP or dispatch center in the state who are in crisis. Backed by both APCO & NENA, the TN chapter of TERT is represented by a board consisting of a State Coordinator and six (6) Regional Coordinators. Director Martini serves as the agency TERT coordinator. DEC has 28 TERT-trained responders.

In 2020, several of our TERT members were placed on standby for deployment to assist other agencies that were hit by hurricanes or wildfires, resulting in one deployment to the Gulf Coast assisting an agency affected by Hurricane Sally.

Part of the TERT program is public education. DEC TERT members attend conferences and work a booth in the vendor hall to help educate and recruit new teams.

Baldwin County 911 fielding Hurricane Sally calls

by James Gordon | Tuesday, September 22nd 2020



Baldwin County 911 fielding Hurricane Sally calls

by James Gordon | Tuesday, September 22nd 2020



www.facebook.com/TnTert



Support Services

Assistant Director of Support Services

Paul McCallister

Support Services Division exists to support the Operations and Technology Divisions in all facets of completing the agency mission, ensuring the DEC implements the best practices within the public safety industry.

The sections within this Division include Training, Accreditation, Quality Assurance and Improvement, Peer Support, and the Community Outreach, Recruitment and Education (C.O.R.E.) team which assists with recruitment, public education efforts and tours.

Training Section

The goal of the Training Program is to provide the opportunity for all employees to obtain the necessary skills, knowledge and ability to perform their present duties as well as prepare them for future assignments and advancement.



Bruce Sanschargin

Training / QA Manager



Nell Hayes

Training Supervisor



Amanda Bateman

Instructor



Michael Scruggs

Instructor

Training Section

Training Sessions

In 2020, the Training Section facilitated 37 training sessions. Thirty of these classes were taught by DEC Staff, the remainder were taught by Metro HR and outside Subject Matter Experts. The Training Section provided 9889 hours of in-house training in 2019-2020 to DEC employees.

The training sessions covered a variety of topics including:

- 5 New Hire Academies
- 5 Basic APCO Certification Classes
- 6 APCO CTO Courses
- 7 PD Dispatch Classes
- 4 FD Dispatch Class
- 0 CPR Recertification Classes—Due to Covid-19 CPR courses were put on hold
- 7 Defensive Driving Courses
- 3 Specialty courses for MNPd personnel on basic communications
- Due to Covid-19 there were no in person in-service courses held. There were 2 courses held online: National Center for Missing and Exploited Children and Text-to-9-1-1 call processing.
- Employees took self guided classes thru Virtual Academy. These courses are online and employees receive credit thru IAED for courses completed.

Training Section

Annual In-Service Training

DEC Employees are required to attend annual in-service training each year. Topics vary during these sessions and often originate from front line employee recommendations. Due to the Covid-19 pandemic, we were unable to hold in person in-service training this year. Instead, employees attended sessions online thru Virtual Academy to receive credit. We also renewed our partnership with the National Center for Missing and Exploited Children having our employees recertify online, learning best practices for handling these highly specialized call types.

In late December, DEC employees began training on receiving a text-to-9-1-1.

Self Study Training

Employees are required to complete a monthly online self-study session which includes a packet of information for review and a test. The subject matter is different each month but relates to their work responsibilities.

Employees also receive an online quarterly magazine from the International Academy of Emergency Dispatch (IAED) titled “The Journal”. This magazine is full of articles relating to Telecommunicator issues, trends and general topics. Employees are required to complete quizzes utilizing in-house software to receive Continuing Dispatch Education credits which are required for recertification.

New Hire Academies

The DEC Training Section conducted five academy sessions and graduations in 2020. In the academy, recruits learn the basics of call taking, policies, procedures and gain a working knowledge of the Computer Aided Dispatch System. They also obtain eight (8) certifications:

- National Crime Information Center (NCIC)
- Emergency Medical Dispatch (EMD)
- Emergency Fire Dispatch (EFD)
- Cardio Pulmonary Resuscitation (CPR)
- Incident Command System (ICS)
- National Incident Management System (NIMS)
- Association of Public Safety Communications Officials (APCO)
- National Center of Missing & Exploited Children (NCMEC)



The Training section tracked each of the 53 new hires throughout the training program. Trainers submit Daily Observation Reports (DORs) for each trainee through a software system, as well as track scores in a overall performance tracking spreadsheet. The training section reviews DORs and the tracking log to gauge trainee progress. The DORs also measure the effectiveness of the training program.

Training Section

Conferences

Due to the Covid-19 pandemic, most in-person training conferences were either re-scheduled or cancelled. Instead, DEC employees attended various training conferences virtually. Though employees were unable to network and collaborate with other telecommunicators from across the country, they were able to take advantage of online training resources. These conferences were an excellent resource for employees to enhance their skills and professionalism.

The Davidson County's Emergency Communications District Board (ECD Board) continues to make funding available for employees to attend training conferences in the future. Conferences that were attended by DEC employees virtually include:

- International Academy of Emergency Dispatch (IAED) Navigator
- Law Enforcement Accreditation Coalition of Tennessee (LEACT)
- National Emergency Numbers Association's (NENA) Conference
- Association of Public Safety Communication Officials (APCO)
- Tennessee Emergency Numbers Association (TENA) Conference
- Commission on Accreditation of Law Enforcement Agencies (CALEA)

NENA Cancels 2020 In-Person Annual Conference, Announces Virtual Event

NENA announced today that it has cancelled its in-person 2020 Annual Conference & Expo and is replacing it with an online event due to public-health and safety concerns related to the coronavirus (COVID-19) pandemic.



IMPORTANT
COVID-19
UPDATE ABOUT
NAVIGATOR 2020

Quality Assurance



The Quality Assurance Section includes
(from left) Mark Hutchison, Jennifer Herlein, & Don Perry

The Quality Assurance (QA) program provides information regarding the overall performance of the agency, the competency level of each employee and the call taker's attitude & behavior toward citizens and first responders.

The QA program assists in determining community and first responder concerns and provides feedback, recognition, recommendations and suggestions for improvements through reviews and various methods of training.

In addition to the categories outlined on the next few pages, the Quality Assurance Section assists in various duties which provide administrative support to the daily operations of the DEC.

Quality Assurance

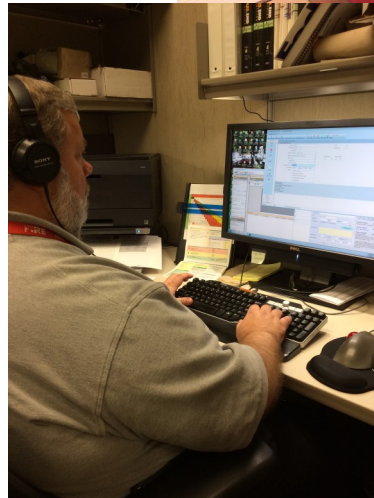
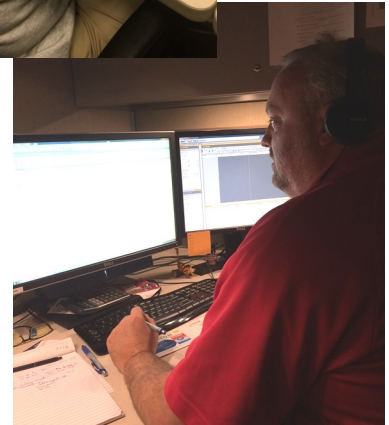
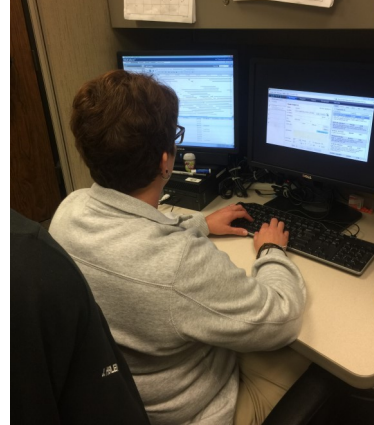
Call Reviews

Call reviews are completed on randomly selected calls (telephone and dispatched incidents) on a monthly basis. The QA reviewers collect and report information on standardized forms designed to be objective and non-subjective with a consistent means of measurement and feedback to the Operations employees. In 2020, over 4,100 reviews were completed:

PD – DEC Standards	# of reviews	Compliance
TOTAL	488	98.5%

EFD – IAED standards for ACE	# of reviews	Compliance
High Compliance	586	49.16%
Compliance	146	12.25%
Partial Compliance	86	7.21%
Low Compliance	87	7.3%
Non-Compliance	287	24.08%
TOTAL	1192	100%

EMD – IAED standards for ACE	# of reviews	Compliance
High Compliance	1459	58.6%
Compliance	629	25.2%
Partial Compliance	216	8.7%
Low Compliance	90	3.6%
Non-Compliance	96	3.9%
TOTAL	2490	100%



Education

Quality Assurance personnel provided education and instruction during 2020 by continuing the “Training Tips” program in which periodic reminders and examples of situations are provided to personnel for more thorough processing of calls for service. Some examples highlight calls that were handled well, in addition to, suggestions that were based on areas needing improvement from call reviews and areas identified by supervisors. Instruction through roll call training was provided, as well as individual meetings with Telecommunicators and supervisory personnel. QA personnel also assisted or instructed four (4) training sessions during the year as refresher or remedial training.

Quality Assurance

Instructors (EFD, EMD, CPR, QA and Software)

The DEC has in-house instructors that are also certified as National Instructors for IAED in both EFD and EMD Protocols and Quality Assurance. These national protocols consist of a series of questions and instructions used to process every call reporting a medical or fire event. The questions that are asked are designed to determine the caller's safety, scene hazards, responder safety, as well as any other information to assist the callers until responders arrive. By following the EFD and EMD protocols, the DEC ensures that all medical and fire calls are processed in the same consistent manner, that appropriate Pre-Arrival Instructions (PAI's) are given and that callers receive the highest quality of service possible.

One of these professionals serves as a Certified Instructor for ProQA & AQUA. ProQA is the software used to process fire and medical calls. AQUA is software used in the call review process. The other instructor serves on the IAED Board of Accreditation as an ACE reviewer and as a Senior National "Q" for Priority Dispatch. He consults with other agencies and gives presentations at the national conference each year.

Both instructors are certified to teach CPR classes and all DEC employees are certified and re-certify in CPR every two years. In order to be efficient and train employees, they must make sure they are abreast of all updates and changes to both the software and the protocols.

In 2020, five (5) certification classes were completed for 53 newly hired employees totaling 159 new certifications (53 EFD, 53 EMD and 53 CPR). There were also 146 re-certifications, (77 EFD, 60 EMD and 9* CPR) for the current employees. **Remainder of CPR re-certifications were postponed due to COVID-19.*

Audio & Data Requests

Requests for audio or call data received from the public, private law offices, first responders or court orders are processed through this office. In 2020, there were 1,400 requests processed for Public Safety agencies, 586 from citizens and 115 from news media. An additional 289 requests for general research were also completed. Along with the request above, the section was responsible for responding to 230 subpoenas and appear in court 5 times to verify or validate the requests.



Complaints

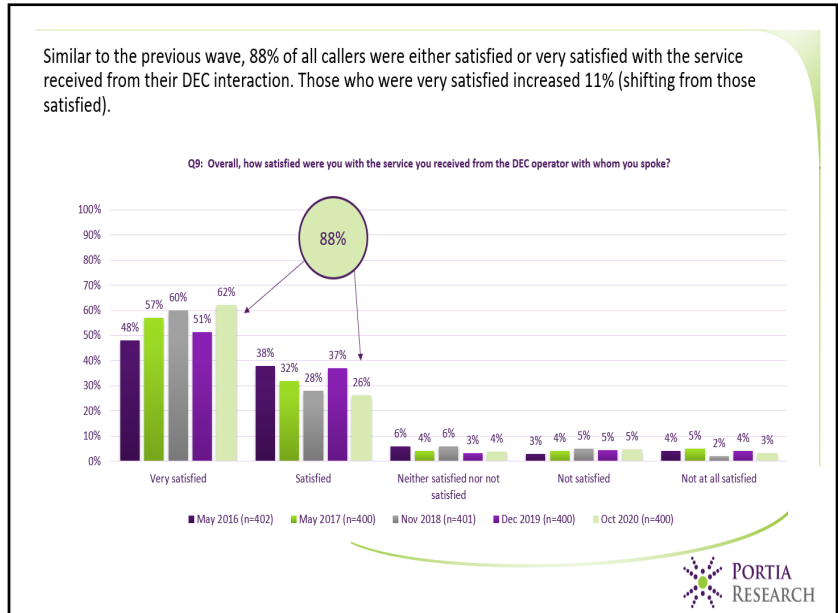
In 2020, QA researched 19 complaints, down from 80 the previous year, of which 7 were founded. This accounts for less than 0.003% of the total call volume processed by the DEC.

Quality Assurance

Surveys

Satisfaction surveys are used to measure the quality of service provided by DEC call takers and dispatchers as viewed by the public as well as police and fire responders. According to a citizen survey conducted during 2020 by Portia Research, 88% of the respondents were satisfied or very satisfied with the response received from DEC personnel. This result is unchanged from the previous year.

Of the 358 DEC public safety responder surveys that were sent out, 56% were returned and 77% of the responses indicated a positive satisfaction rating.



Terminal Agency Coordinators (TAC)

Personnel located in the Quality Assurance Section serve as our agency's liaison to the Tennessee Bureau of Investigation (TBI) for matters of computer derived law enforcement information. Training and certifications of all operators in the agency is maintained by the TAC and alternate TAC.

During 2020, Tennessee Information Enforcement System (TIES) certifications were completed for 50 employees and 53 re-certification tests were administered. A total of 129 criminal history checks were completed for certification and re-certification documentation.

The agency is audited every three (3) years to ensure compliance with rules set forth by the FBI Criminal Justice Information System (CJIS) Security Policy. The TBI auditor conducted an on-site audit of the agency's TIES practices in August 2020, speaking with Alt-TAC Amanda Bateman and Michael Bateman from the DEC's Technology Section. The audit went very smoothly and the DEC was found in compliance with both TBI and FBI policy and procedures.

Records Management

The DEC has an on-site records officer that is responsible for maintaining the records of the DEC. Most records are maintained for three (3) years plus current unless Metro Policy dictates a different retention time. Paper records are maintained at Metro Storage and electronic records are maintained at the DEC until destroyed by approved means.

Accreditation



Accreditation Supervisor
Denise Walsh

The DEC has maintained two accreditations in 2020. They are CALEA (Commission for the Accreditation of Law Enforcement Agencies) Public Safety Communications Accreditation and the ACE (Accredited Center of Excellence) Accreditation through the International Academy of Emergency Dispatch for the Medical Protocol.

Commission for the Accreditation of Law Enforcement Agencies



Accreditation through CALEA requires that an agency has a developed set of directives and rules that are adhered to by all employees. Agency roles that are examined in this process are Organizational Structure; Direction and Supervision; Human Resources; Recruitment, Selection and Promotion; Training; Operations; and Critical Incidents, Special Operations and Homeland Security. A large amount of continuous work

is required to maintain compliance with the standards set forth in each of these areas. This process requires all DEC employees to be familiar with the policies, procedures, rules, and laws that pertain to our agency and the need to accurately follow and enforce them. Each section must demonstrate professional work ethics as they carry out their individual responsibilities to ensure best practices and accreditation compliance.

The DEC received its initial accreditation in 2005 and its fourth re-accreditation in November 2017. The most recent accreditation cycle began in August 2017 with some changes in the process. Each accreditation cycle now covers four years instead of three, and there are remote web-based assessments of the electronic files each year of the cycle. On December 1, 2020 the third remote web-based assessment was conducted for DEC and 47 standards from the CALEA® Standards for Communications Manual were reviewed by the CALEA Compliance Service Member (CSM).

All 47 standards reviewed were verified to be in compliance. Files must be updated and maintained throughout the year to ensure compliance with the standards for continued accreditation status. An updated version to the standards manual is being implemented for the upcoming year and even though there are changes to the requirements, the DEC anticipates remaining in compliance with all applicable standards and passing both the web-based and the on-site assessments in 2021.

The CALEA TRI-ARC Award is given to the governing body and agencies that have concurrent CALEA accreditation for their Law Enforcement, Public Safety Communications and Public Safety Training agencies. Nashville is one of seventeen cities that have received this prestigious award from CALEA and one of only three that have received it in Tennessee. We look forward to our continued collaboration with the Metro Nashville Police Department to maintain this status.

The DEC's focus is and will continue to be, to strive to deliver high quality service while operating in the professional manner to which the citizens are accustomed. Being CALEA accredited is one of the most effective methods of checks and balances to ensure this goal is met or exceeded.

Accreditations



EMD

(Emergency Medical Dispatch)

Accreditation through the IAED requires that an agency follow protocols and train personnel that will provide best in class service to individuals that have a medical emergency.

In this accreditation there is a 20-point system set forth in which the agency has to comply with specific criteria in connection with agency directives and procedures for handling incidents with the highest quality standard of care. There are also training, certification and re-certification requirements that must be adhered to by the agency.

The initial award for Accredited Center of Excellence (ACE) for medical dispatch occurred in April 2000 as the Nashville Fire Communications. Following the consolidation of dispatch functions, the agency continued to be awarded re-accreditations as the Metro Nashville Emergency Communications Center and later as the Department of Emergency Communications. The DEC received its seventh ACE re-accreditation in 2019.

Peer Support Group

The DEC works closely with the Police Advocacy Support Services (P.A.S.S.), which provides free counseling and advocacy services to law enforcement and DEC employees and anyone in their immediate family. They cover a variety of topics including critical incident stress management, support/therapy groups, and mental health response for major disasters during all hours, if needed. In addition to being available for call out, this program provides annual training for DEC



employees, who have been nominated by their peers, to serve as a support system in-house. This allows our staff to have options to choose who they are comfortable speaking with, to know that someone is always available with various levels of training, to have the ability to speak with someone confidentially (either with a co-worker at our workplace or with a counselor at the P.A.S.S. office) and to know that they will be speaking with someone familiar with the difficulties we encounter in our job as well as in our lives.

C.O.R.E.

The Community Outreach Recruitment and Education (C.O.R.E.) team was created in 2016 to consolidate all community education and recruitment efforts into one team and to ensure our community involvement and education function was handled in a consistent and professional manner. The DEC believes community education and outreach are a top priority and the agency should take advantage of every opportunity to educate the public while being accessible to discuss any questions they may have.

During 2020, due to the Covid-19 pandemic, no C.O.R.E. events were held around Nashville/Davidson County. In a typical year, this group would attend events such as church community fairs, parent /teacher meetings, El Protector community fairs, job fairs, community meetings, Metro Night Out, career programs with local high schools and other similar events.

Technology Division



Information Technology Manager

Tim Watkins

The Technology & Special Projects Division is responsible for implementing and maintaining the technology components within the DEC. They manage the many systems within the organization including an IP based telephone system, Computer Aided Dispatch (CAD) network, Geographic Information System (GIS), all DEC office administrative computers and supporting hardware and a host of interface solutions to other Metro Departments.

This section also works closely with Metro Information Technology Services, and public safety response partners to provide capability for a seamless flow of dispatch information.










The Department of Emergency Communications uses a Motorola PremierOne Computer Aided Dispatch (CAD) system to process all emergency and non-emergency calls. Dispatchers constantly use this system to relay critical information directly to first responders from the Metro Nashville Police Department and Fire Departments. The system is also used by the Office of Emergency Management and the Davidson County Sheriff's Office to manage and dispatch incidents. In 2020, the CAD system was used to manage 1.1 million total incidents. Below is a breakdown by agency:

Agency	# CAD Incidents
Metro Nashville Police Department	934,818
Nashville Fire Department	136,693
Office of Emergency Management	34,364
Davidson County Sheriff's Office	9,234
Emergency Communications	4,661
Total Incidents	1,120,770

The screenshot displays the PremierOne CAD Client interface. The top menu bar includes Console, Edit, Work Area, Utilities, and Help. The main window shows incident details for PD20200928637, which is active. The location is 1 TITANS WAY, NISSAN STADIUM, CENTRAL. The description is empty. The city is CENTRAL. The building is empty, and the floor is empty. The cross streets are VICTORY AV / RUSSELL ST. The status is Active. The incident type is 30, and the priority is 1D. The agency ID is PD. The user is CALLTAK, and the role is Production. The console shows a list of incidents, with the selected incident having a time of 7:20:57 on 12/29/2020. The console also shows a list of comments, with the selected comment having a time of 7:20:57 on 12/29/2020. The console also shows a list of vehicles, with the selected vehicle having a time of 7:20:57 on 12/29/2020.

Technology & Special Projects

Computer Aided Dispatch (CAD)

	410A	OS	00:04						
	411A	OS	00:02				LEAVE ON		
	411B	AS	00:07						
 P	413A	AO	00:25	45P	9309	MM 49 2 I24 E	2ND/I40		0793064
	413B	AS	00:05						
	415A	AR	00:42	43PJ	9346	BROADWAY / 3RD A...	BROADWAY / 3RD A...		0793051
	415B	IS	00:05						
	415B1	IS	00:31						
	420B	IS	00:05						
	421B	AS	00:07						
	423B	AS	00:04						
	425B	AS	00:07						

This system is vital for 9-1-1 operations and makes call taking and dispatching very efficient. The system interfaces include Motorola PMDC (Premier Mobile Data Computers), Locution CAD Voice, Locution Fire Station Alerting, Deccan LiveMUM (Move-Up Module), ASAP to PSAP (Automated Secure Alarm Protocol), and Paramount ProQA. The system also supports Automatic Resource Locators (ARL) which provide the nearest unit recommendations. This allows the closest unit to be sent to emergencies and decreases wait times. During the year, the Locution audio database was updated quarterly to account for new street names, common places, and incident types. The Deccan LiveMUM application was also updated with data adjustments as requested by the Nashville Fire Department. In 2020, we worked with Motorola, Metro ITS and the Metro Public Health Department to establish an automatic query of COVID-19 data from the Public Health Department database for first responder awareness, specific to appropriate treatment for and transport of Covid-positive persons.

The system administrators carefully maintained the CAD premise hazard record throughout the year. These records make critical information readily available to dispatchers and responders regarding scene safety, access codes, medical alerts and more. Multiple system change requests were also processed to accommodate partnering agencies. In 2020, a working group was formed, and Operations employees volunteered to help with data entry to the premise hazard database. A process was completed to accomplish this task, and employees were trained to assist. These employees entered 956 records into the system.

In 2020, the CAD system was online and available for users 99.99% of the time. The minimal offline time occurred during a planned failover to our disaster recovery hardware. Also in 2020, the CAD administrators with assistance from Motorola upgraded the CAD system to Version 4.5. The upgrade included extensive testing of software and interfaces, upgrading deployment protocols, planning of the upgrade process, and upgrading of the clients. The upgrade brought new features and functionality to all users.

Geographic Information Systems

Geographic Information Systems (GIS)

The duties of the Technology GIS Support Staff are to manage and administer GIS data used by the DEC to ensure it



meets mandated Next Generation 9-1-1 standards. This includes adding new addresses and streets assigned by Metro Public works as well as making corrections and or changes to existing 9-1-1 data when necessary. GIS staff is responsible for uploading GIS data into the P1 Motorola CAD system deployed at all the call taker and dispatcher workstations. This data is essential to routing first responders throughout Davidson County and providing location verification. Externally, this team works closely with Metropolitan Government Departments including Fire, Police, Planning, Public Works, Parks and Greenways to ensure all the GIS data used within CAD is accurate and up to date.

In 2020, we performed a CAD update to Premier One version 4.5.2 from the older 4.2. This upgrade required us to install a newer version of ESRI, and we moved from 10.3 to 10.6.1 Arc Map. This upgrade required us to rewrite the model used to update 9-1-1 data in CAD.



The GIS team continued work with True North Geographic Technologies, who aggregates and performs quality control on all statewide GIS 9-1-1 data layers and

runs weekly checks of the GIS 9-1-1 data. We continued to implement new in-house quality control efforts such as examining private drives and adding them for routing purposes if the structure is far away from the street on which it is addressed. New addresses continue to be a major part of the workflow as well as some street name changes.

Three new NG9-1-1 layers were created to comply with the new GIS Data Standard version 7.3.3. There are three Emergency Service Boundaries (ESBs) - fire, law and EMS. These new layers will be sent weekly to True North along with our current ESN, Address Points and Centerlines to make up Davidson County's NG9-1-1 data set.

As Nashville continues to grow, so does the DEC NG9-1-1 database. As a department, we saw a need to greatly improve location verification efforts for our staff to assist the public. We achieved this by completing a building out of our Common Place locations. This project added thousands of commercial and publicly visited locations to the GIS data by name. This is necessary since many callers do not know or cannot see the address of the commercial business or public location from which they are calling. In these instances, Common Place Names can be used to help the public safety telecommunicator locate the person in distress and send the right help to the right place at the right time.

Geographic Information Systems

Geographic Information Systems (GIS)

Our NG 9-1-1 database grew from 384,780 address points to 398,239. The 13,459 new 9-1-1 addresses in Davidson County is a 3.37% increase, which is slightly down from 2019's 3.88%. Centerline segments grew from 34,950 to 35,210 which is an addition of 260 segments and a growth of 0.73% which is up from last year's 0.64%. We added 1,703 Common Places to the NG9-1-1 Database, growing from 3,675 to 5,378 - an increase of 31.6%. Placing increased importance on the use of Common Place Names is the largest reason for the increase over 2019's 2.8%. These additions are reflective of the persistent growth within Davidson County and the hard work of the GIS Technology team to build and maintain a comprehensive NG 9-1-1 GIS database. These improvements are ongoing and continue to assist public safety telecommunications in their endeavors to accurately locate callers and dispatch the requested services to serve the citizens of Davidson County.

We continued to build on the effective one-on-one feedback approach to submit Geo-file/map issues. This process allows support staff to explain the action taken to resolve the issue and explain the importance of having corrections submitted. 2019 was an amazing year for reported geo-file issues with 498, but 2020 doubled that effort with 901 reported through the intranet. That is a 55% increase in staff reporting. We are reaping the rewards for changing the reporting stigma from years ago.



In early February 2020 the GIS team assisted in implementing ASAP to PSAP. Automated Secure Alarm Protocol (ASAP) is a national service that is the next generation for the processing of information from alarm monitoring stations needing emergency dispatch to the public-safety answering point (PSAP). This required the validation of thousands of alarm addresses being rectified to match the 9-1-1 address database.

The GIS team continues to provide address verification to alarm companies to correct address rejections.

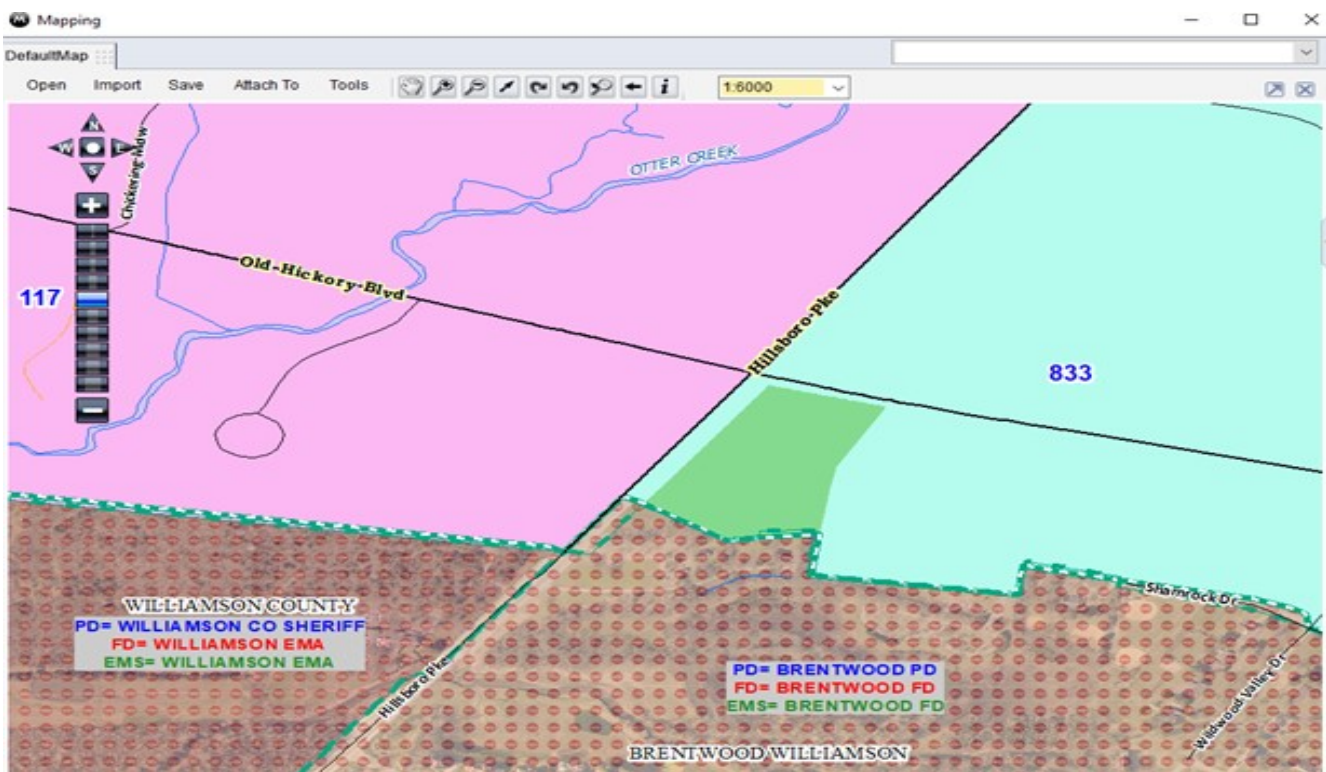
In late 2020 the GIS team opened direct communication with Metro's Imagery provider, Eagle View. We were able to explain the need for consistent updated imagery and the benefit it provides for location verification. Initial imagery received from Eagle View arrives in a format that is consumable directly by our CAD system. In the past, this imagery was passed to the DEC from other departments and was not in a consumable format for our CAD mapping, which required additional software and time to convert for CAD map functionality.

Geographic Information Systems

Geographic Information Systems (GIS)

CAD MAP ENHANCEMENT

Also in 2020, we refreshed our CAD map appearance. Several of the changes allowed a clearer representation of calls received near our county's boarder. Our surrounding counties are now visible polygons and out of county ESN's are labeled with a tri color label to assist public safety telecommunicators in call transfers to the appropriate jurisdiction as well as location verification.



(View out of county area and responding agencies)

The GIS team participated in TENA, NENA, MOTORLA and URISA Virtual training conferences in 2020: Tennessee Emergency Numbers Association (TENA), National Emergency Numbers Association (NENA), Motorola Users Group and Urban and Regional Information Systems Association (URISA).

Interfaced Technologies

Hardware & Software Systems



The Department of Emergency Communications continues to utilize Emergency Call Tracking Software (ECaTS), which provides concise, descriptive real-time reporting analytics to the 9-1-1 industry. In February 2020, ECaTS enhanced the Standard and Management Reports including the ability to hide headers, add new data for TTY and Text reports, and update to the Call List Report.



Logger Virtualization — In late 2019, we began a project with NICE to virtualize our NICE Audio Loggers. We completed this process in early 2020. In virtualizing our NICE Loggers, we eliminated 4 physical servers that were approaching end of life and running an outdated operating system. This increased efficiency requiring less hardware to maintain, less power consumption, an easier process to backup/restore, and increased storage options housed on our Storage Area Network.

Text 2 9-1-1 Recording — With the virtualization of the loggers and preparing for Text to 9-1-1, we worked with NICE to install and configure the Text to 9-1-1 recording capability, allowing the DEC to record and quality assure all Text messages just as we would 9-1-1 voice calls.



The DEC continues to utilize the Intrado Viper 9-1-1 phone system for emergency & non-emergency inbound / outbound telephone calls. Over the past year, there have been significant software and hardware upgrades to the system to further prepare the agency for the future of Text to 9-1-1.

In September we upgraded our Intrado Power 9-1-1 system from Version 6.4 revision 51 to Version 6.4 revision 57. We also upgraded our Intrado Viper system from Version 5.1 revision 49 to Version 5.1 revision 63. These upgrades were necessary to prepare our Intrado Viper/Power 9-1-1 phone system to accept text messages as well as a transition to the new AT&T nationwide ESINET completed in December.

IP FLEX Project - Our IP Flex project, which we started in 2019 ,was resolved in January 2020. IP Flex allows the DEC to access all non-emergency lines in the cloud. This provides the ability to manage these numbers remotely, offers extra reporting tools, and eliminates the physical switch we used to redirect our PRIs between our main and backup site which can now be performed by accessing a web portal.

Special Projects

Hardware & Software Systems

AT&T ESINET Conversion – The State of Tennessee is in the process of converting all PSAPs over to the AT&T Nationwide ESINET, which we completed in December. During the migration we had to come off the NETTN ESINET and functioned off backup CAMA trunks for a few weeks while we performed operation readiness testing of the ESINET. We were able to increase our 9-1-1 trunks during this conversion, providing more simultaneous call capacity into our PSAP.



Server Migrations – In early 2020, we completed migrating servers from Server 2012 or Server 2016, a project beginning in 2019. The four remaining physical NICE Loggers were the last servers to be migrated and replaced with virtualization. This was necessary as Microsoft is ending support of their Server 2008 platform.

DEC Power Infrastructure Project – In 2019, we started a multi-department project with ITS and General Services to upgrade universal power supply (UPS) and generator infrastructure housed at our primary facility. A large majority of this project kicked off in 2020 and lasted throughout the year. During this time, our UPS was replaced with a new state of the art system, we removed two generators and the installed a brand-new Kohler generator. This project will continue into 2021, with an anticipated first quarter completion date.



Text to 9-1-1 – We started this project in 2019 with the kickoff with our Intrado partner and installation of the Text to 9-1-1 routers required for the ability to receive text messages in our phone system. This project carried into 2020, where we continued testing, training and preparing for a go-live of the text 2 9-1-1 functionality in the second quarter of 2020. Our 9-1-1 phone vendor is expected to release language translation functionality for Text to 9-1-1 in first half of 2021, which would allow public safety telecommunicators the ability to translate different languages via text while serving our diverse community. Once the language translation functionality is installed and tested, we will work towards a go-live date for Text to 9-1-1 and media notification to specific sections of the general public best served by text to 9-1-1 functionality.

Admin PC and Blackbox Deployment – Early in 2020, we installed administrative PCs to every console, allowing public safety telecommunicators access to Metro email accounts and online resources. We also installed a Blackbox KVM, allowing these team members the use of a single keyboard and mouse across three computers installed at each console.

Special Projects

Hardware & Software Systems

Cell Phone Deployment for Operations – We purchased and deployed a cache of Verizon flip-phones at every console, allowing public safety telecommunicators a functional phone to use in the event outbound calls cannot be made from our Viper Phone system. These cellphones proved to be very beneficial during Christmas Day bombing, when administrative phone services throughout the Southeast Region were interrupted, allowing our personnel to make outbound calls utilizing the cellphones pre-positioned at all positions.

Cell Phone Deployment to Supervisors – We purchased and deployed Verizon cell phones to all Operations Supervisors, allowing Supervisors to be contacted more quickly and efficiently by Shift Managers, increasing flexibility with communication across assignments.

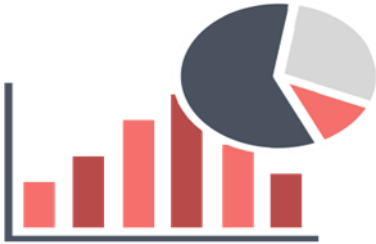
Office 365 Project (Modern Desktop) - We migrated users off the legacy Microsoft Exchange system and onto the new Microsoft Office 365 platform. This project was performed to align with the ITS Departments migration to Office 365 for all of Metro Government departments.

TECB PSAP Cybersecurity Audit – In 2020, we participated in the Tennessee Emergency Communications Board offering of a cybersecurity audit. The State Board offered this service free of charge to any PSAP within the state interested in assessing areas for improvement specific to cyber networking infrastructure. Mission Critical Partners performed the audit, in coordinating with Metro ITS, providing both Departments with results and best practices to mitigate identified deficiencies. The DEC then worked jointly with Metro ITS to implement the necessary changes identified in the audit report.



Department-Specific Solutions

Statistical Reporting



The DEC continues to receive requests for statistical data from organizations and individuals alike. Requests range from the number and types of calls for a specific address to the number of emergency calls received monthly or annually.

The reporting data generated from various systems helps to see and better gauge the type of changes and/or adjustments that may need occur in daily operations. The data also provides insight into what other technological advances that are currently available or in development the DEC might consider to provide the best service possible to the citizens and first responders.

In 2020, with the onset of the COVID-19 pandemic, the DEC saw a slight decrease in the number of emergency and non-emergency calls from 2019 as the city went through the various lockdown phases. We received over 967,000 emergency and non-emergency (862-8600) calls of which translated into 1.16 million requests for service entered into Computer Aided Dispatch (CAD) software.

Intranet

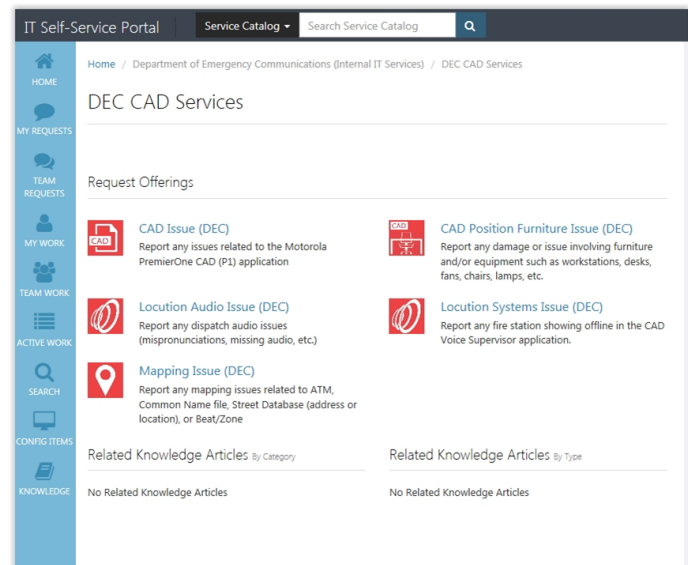
In June 2020, the Technology Section launched the new and much improved DEC intranet site. While the look and feel of the new site changed, its purpose remained the same; to provide our end users access to valuable resources and information assisting with their daily duties and responsibilities. This was the first year the Technology Section presented a web-based version of in-service training covering everything from Computer Aided Dispatch to the proper way for maintaining Metro issued equipment. The intranet continues to be our first line of communication between the Technology Section and our users. During 2020, the Technology section responded to over 1,800 issues reported by end users via the intranet. The new website will continue to provide users access to valuable resources and information to effectively assist them in their daily duties.



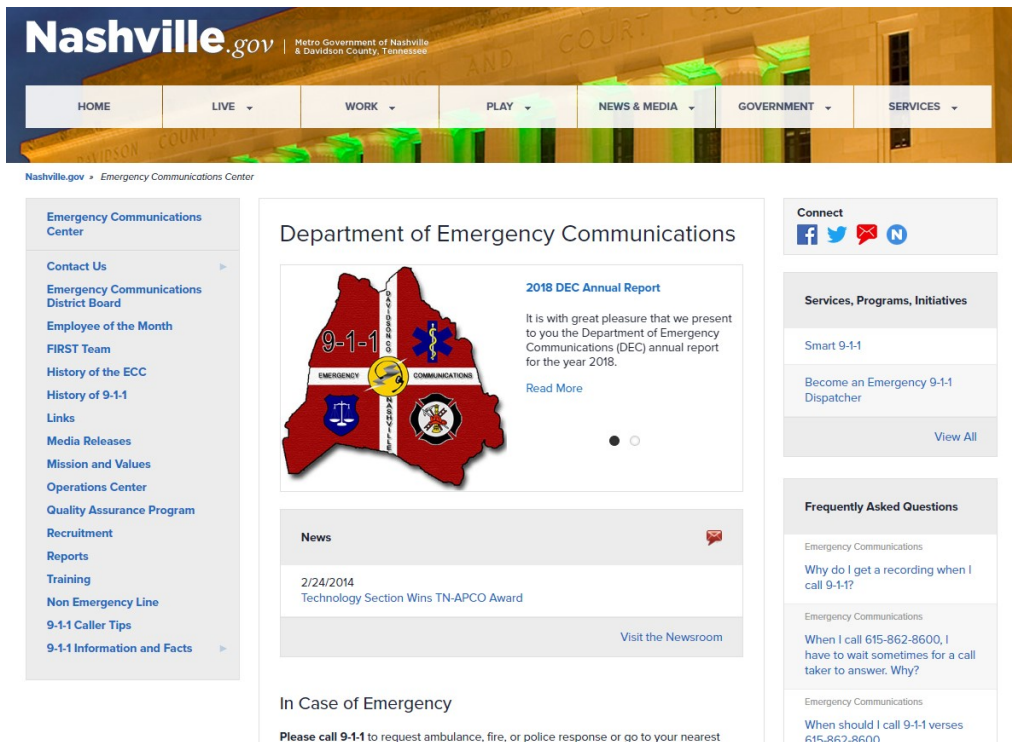
Department-Specific Solutions

ITS Self-Service Portal

The ITS Self Service Portal allows all Metro users from other departments to report issues related to CAD access and other relevant applications. This system allows our technicians to update users on the progress of their ticket, request any additional information and inform them when the issue has been resolved.



NASHVILLE.GOV/ECC



Employee of the Month

Each month an employee is selected for their outstanding performance by being recognized as the Employee of the Month (EOM). All employees are eligible based on specific criteria related to attendance, commendations, and overall work performance. Any employee may submit a nomination for EOM. A committee comprised of members of other local Public Safety agencies vote each month. The chosen employee is recognized in front of their peers with a certificate, an assigned parking space for the month and they become eligible for the Employee of the Year award. Team members recognized in 2020 were:

January



Judy Langston

February



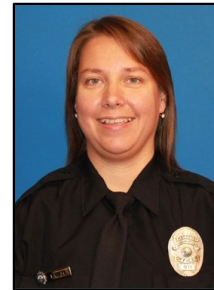
Ciara Wimley

March



Sarah Hartley

April



Michelle Navel

May



I. Deon Floyd

June



Terri Lawrence

July



Rachel Matthews

August



Rachel Matthews

September



Missy Venable

October



Linda Binkley

November



Preston Holland

December



John Davis

Employee Recognition

Perfect Attendance

- John Davis
- Angela Milliken
- Miriam Navel
- Bruce Sanschargin
- Dwayne Vance
- Denise Walsh

Metro Government Service Awards



5 Years

Ronald Boyce
Willnika Drew
Exzabia Dukes
Benjamin Lawson
Hilary Luc



10 Years

Izeko Floyd
John Keene
Lisa White



15 Years

Ashley Gray
Kathy Hogan
Derica Lowe
Kimberly Manier
Tyler Marlowe
Kelly Robins



20 Years

Michael Bateman
Lynette Dawkins
Tricia Eby
Brandon Hall
Christy Perez
John Saltzgiver
Natalie Williams



25 Years

Sheila Conn
Terri Lawrence
Michelle Peterson
Tanya Stone



35 Years



30 Years

Employee Banquet

Each year during Telecommunicator Week. in April, the DEC takes the opportunity to recognize all the hard work and dedication of its employees. The DEC Employee Recognition banquet is an opportunity for employees and their guests to enjoy a meal and camaraderie as management acknowledges their efforts from the previous year. This year our banquet was canceled due to the COVID-19 pandemic. However, we were able to broadcast a brief virtual recognition of our employees to members of the Emergency Communications District Board as well as members of our team and their families.

2020 Employee of the Year

In determining the employee of the year, many things must be considered. Candidates must consistently reflect the attributes that earned them recognition as employee of the month, continue to go above and beyond the call of duty, do the right thing even when no one is watching, are aware of the agencies goals and strive to help meet those objectives. The employee of the year must also have a commendable attendance record, a passion for the job, work as a team and be accountable for their actions.

The team member recognized in 2020 is Rachel Mathews.

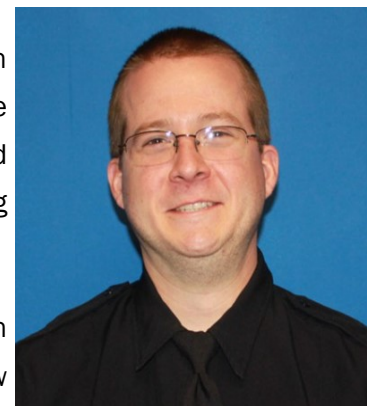
Rachel is a consistent professional, thorough, proficient, and detail-oriented. She takes the time necessary to listen to a caller's concerns before directing them to the best solution. When dispatching field responders, she consistently ensures accurate information is sent and received, with safety at the forefront of her mind. She is dependable during heavy call volumes and considerate of others, staying beyond her shift to sort out a problem she discovered or making a few extra stops on her lunch break to make sure others do not miss a meal. She genuinely cares for the work she does and other members of our DEC team.



"Paul Taylor" Award

2017 was the first year the "Paul Taylor" Award was given. This award is in memory of the unexpected passing of a beloved peer. Paul was a positive influence on everyone who met him. He supported his coworkers, provided excellent service to the citizens of Nashville and was an outstanding example of a 9-1-1 professional.

Each year the award will be presented at the recognition banquet to an employee who reflects the strong work ethic and like characteristics (low key, compassionate, devoted, funny, team player, smart, and helpful) Paul possessed. The recipient of this award is peer-selected and all individuals who perform the function of Telecommunicator are eligible to vote for and receive the award.



The team member recognized in 2020 is Wes Calhoun.

Wes is a dedicated professional, providing high quality customer service, working any assignment without complaint, and presenting himself daily with an infectious positive attitude. He is dependable, always smiling, taking pride in the work he does and provide help to everyone he encounters, whether on the phone, on the radio, or with other members of our DEC team.

Employee Recognition

Saving Lives

In 2020, countless lives were saved by DEC employees. Several calls required the call taker to lead the caller through cardiopulmonary resuscitation (CPR) protocols. The opportunity to save a life can be very rewarding.

Last year, our team members facilitated CPR 3,587 times—3.7% of all of our total emergency medical calls. While we are confident actions of our team members were critical in providing viable patients to medics when they arrive on scene, our quality assurance program was not robust enough to quickly and efficiently identify individual opportunities of success. Action is being taken in 2021 to focus additional resources in this section to more adequately identify the life-saving efforts of our team members each day.

Delivering Babies

Childbirth assistance is another area in which DEC employees have utilized their training in order to lead the callers through situations in which the birth of a child was imminent. Some of these calls can be challenging and some can go quickly and smoothly. Regardless of which type of call it is, being able to assist in bringing a baby into the world can be very exhilarating for a call taker.

In 2020 one (1) baby girl was delivered with the assistance of a DEC employee.

To be considered as having made a significant impact in the delivery

On October 4, 2020, **Breanna Jordan**, received a 911 call from a female advising her daughter, who didn't know she was pregnant, just had a baby. Breanna processed the call while the caller said she didn't know what to do and the baby could be heard crying in the background. Breanna instructed the caller to care for the baby by cleaning the mouth and nose and drying the baby off who was still connected by the umbilical cord. She correctly provided pre-arrival instructions to watch the baby, while the caller found a shoelace to tie the cord which was happening when field responders arrived. Medics transported the baby girl and mother to Vanderbilt, reporting that the baby was not showing any signs of distress and both were doing well.

On Dec 30, 2019, **Wes Calhoun**, received a 911 call from a man saying that his wife was in labor and going to have a baby. He processed the call as the caller reported seeing the head, starting pre-arrival instructions. Wes correctly provided pre-arrival instructions to help deliver the baby, which did not take long. Soon he was providing after care instructions and was in the process of tying the cord when field responders arrived. Medics transported the baby girl and her mother to St Thomas Midtown, reporting that the baby was not showing any signs of distress and both were doing well.

Metropolitan Nashville Department of Emergency Communications

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www.twitter.com/nashville9-1-1

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